



ADDITIONAL EVENTS:

National Recovery Seminar; July 19, 2011

The National Recovery Seminar will consist of plenary and panel discussions. The seminar will open with welcome and keynote remarks, to include an overview of the National Disaster Recovery Framework (NDRF). Following the opening plenary session, a panel discussion will be offered to discuss lessons learned during the aftermath of and recovery from previous earthquakes and other disasters.

National Recovery Tabletop Exercise; September 20–22, 2011

The recovery capstone event, the NLE 11 National Recovery Tabletop exercise, will be the first opportunity to explore the application of the draft NDRF using a large-scale, multi-State catastrophic disaster. The scenario will be derived from outcomes from the NLE 11 Functional Exercise.

Note these dates are subject to change. To learn more about these events, contact FEMA's National Exercise Division at NEP@dhs.gov.

NATIONAL LEVEL EXERCISE 2011 PARTICIPATION STATISTICS:

Levels of Play

- 94 companies participated in Full Play
- 45 companies participated in the Simulation Cell
- 118 companies participated via the Self Directed Tabletop Exercise (TTX)
- 42 participants from 35 companies participated by Virtual Engagement

Private Sector Individual Participation

- 801 total contacts
- 515 private sector participants from 366 companies
- 248 Federal government participants
- 38 State government participants

Critical Infrastructure Sector Participation

- 206 critical infrastructure owners and operators from 143 companies
- 309 other private sector participants from 228 companies

Increase the Value of NLE 11 Participation

For those businesses that participated in the National Level Exercise 2011 (NLE 11), the conclusion of exercise play provides an opportunity to reflect on ways to better prevent, prepare, respond, and recover from events comparable to the simulated New Madrid Seismic Zone earthquake in NLE 11.

More than 360 private sector organizations participated in NLE 11, the largest national level exercise ever conducted in the United States, which was held May 16-19.

“NLE 2011 gave us an opportunity to exercise our incident management systems and plans, and to support the play of senior leadership, including the President, Secretary Napolitano, and several State governors,” said Assistant Secretary of Infrastructure Protection Todd Keil. “These few days of focus are a reminder of the importance of our shared mission to lead the national effort to mitigate terrorism risk to, strengthen the protection of, and enhance the all-hazard resilience of the Nation’s critical infrastructure.”

The exercise provided private industry and multiple government jurisdictions with a forum to evaluate response and recovery capabilities for a catastrophic event by:

- ♦ Examining the capabilities of participating organizations to prepare for, protect against, and respond to a natural disaster;
- ♦ Exercising strategic decisionmaking and interagency coordination of incident response in accordance with national level policy and procedures;
- ♦ Validating information sharing relationships and communications paths for the collection and dissemination of situational awareness, response and recovery information; and
- ♦ Examining means and processes through which to share sensitive information across boundaries and sectors without compromising proprietary or national security interests.

In order to maximize benefit from the exercise, private sector organizations are encouraged to develop a tailored method to evaluate performance; document organizational response effectiveness and efficiency; analyze critical procedures and policies; and recommend internal improvements. The voluntary evaluation or analysis of how your organization responded to the event, commonly referred to as an After Action Report (AAR), enables you to identify both strengths and weaknesses within your organization; propose measures to counteract problem areas; and obtain and document lessons learned. For example, an NLE 11 participant from the lodging industry discovered that their response efforts would be greatly

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-Assistant Secretary of Infrastructure Protection Todd Keil.



Increase the Value of NLE 11 Participation

(Cont.)

Infrastructure Owner/Operator Representation By Sector	
Banking & Finance: 5	Energy: 16
Chemical: 14	Food & Agriculture: 6
Commercial Facilities: 23	Healthcare & Public Health: 9
Communications: 13	Nuclear: 1
Critical Manufacturing: 2	Postal & Shipping: 4
Defense Industrial Base: 2	Transportation Systems: 24
Emergency Services: 13	Water: 11

International Participation

- Canada
- Chile
- Israel
- Mexico
- Russian Federation
- Sweden
- European Union

Local Government Participation

318 counties in eight States including:

- Alabama
- Kentucky
- Tennessee
- Mississippi
- Illinois
- Indiana
- Arkansas
- Missouri

National Level Exercise 2012 Planning Timeline

- National Initial Planning Conference (July 2011)
- National Midterm Planning Conference (November 2011)
- National Final Planning Conference (April 2012)
- NLE 2012 (3rd Quarter, FY 2012)
- National After Action Conference (August 2012)
- National Lessons Learned Conference (October 2012)

enhanced if their company applied for a Government Emergency Telecommunications Service (GETS) card, which ensures phone calls are completed during periods of severe network congestion and disruption.

Although a retrospective analysis is not a requirement for private sector partners, your findings may also serve as the basis for a revised business continuity or organizational emergency management plan. By making the evaluation a true reflection of the exercise, your organization can greatly enhance its capabilities to reinforce its strengths, mitigate vulnerabilities, and capture the maximum benefit of the training. The questions below may serve as a guide for your internal evaluation.

1. What was planned?
 - a. What were the goals and objectives?
 - i. Was there an action plan?
 - ii. Were goals set for the participants? (either team goals or individual goals)
 - b. What obstacles were expected?
 - i. Where safety hazards or dangers identified in the action plan?
 - ii. What problems have occurred in the past in a similar situation(s)?
2. What actually happened?
 - a. All participants should share what happened from their perspective.
 - i. Did all participants know what was supposed to happen or what they were supposed to be doing?
 - ii. Did anything happen/not happen that created inaccurate or poor situational awareness for the participants?
 - b. How did participants perform?
 - i. Evaluate based on established standards for participant/team effectiveness.
 - ii. How did the situation unfold:
 1. When was the problem/issue recognized? Were there indicators? If so, what were they?
 2. Who was aware of the situation and who was not? How was the situation and/or problems communicated? What resources were used (or should have been used)?
 3. Were the critical risks identified and weighed appropriately?
 4. Did the team or relevant participants take action when necessary, and in a timely manner? How successful were those actions at achieving the desired result?
3. Why did it happen?
 - a. Discover and document the root causes behind identified performance successes and failures.
 - i. Was the situation recognized and sized up correctly?
 - ii. Were any dangers noticed and communicated immediately?
 - iii. Was standard operating procedure followed?
 - b. If a failure was identified, determine what should have happened or what didn't happen.
4. What improvements can be made for next time?
 - a. How can these improvements be implemented?
 - b. Do policies or procedures need to be changed?
 - c. Is more training or awareness required?

Planning for National Level Exercise 2012 (NLE 12)

Although planning for National Level Exercise 2012 (NLE 12) is still in its infancy, the exercise will simulate a cyber attack, and exercise planners are currently refining the overall objectives. The timeline at left highlights important anticipated milestones in the NLE 12 planning process. ■